

ONGOING MONITORING AND EVALUATION: COLLECTING DATA THROUGHOUT THE COMMUNITY LAND PROTECTION PROCESS



Facilitating organizations should not only collect baseline and endline data; it is also important to capture data throughout the community land protection process. Such data is necessary for:

1. Effective program management, including project planning and reporting; and
2. Assessment of the impacts, challenges and successes of ongoing community land protection efforts.¹

CAPTURING DATA TO SUPPORT EFFECTIVE PROGRAM MANAGEMENT

Facilitating organizations should keep all key information – for example: data on community demographics, and contact information for community leaders, Community Land Mobilizers, and Interim Coordinating Committee members – in one place. This information should be well organized so that supervisors, new staff, and all others who may need to see a “snapshot” of the community can access it easily and understand it quickly.

Facilitators should also keep careful track of community progress through the land protection process. There are many community land protection activities, and if facilitators are working with a number of communities at once, it may be challenging to keep good track of where each community is in the process. Such information can also be helpful to see how

long each step of the community land protection process takes, and adjust work plans accordingly.

To best support organized program management, facilitators should collect the following information:

• **Basic community information:**

- Estimated or known community population
- Number of households in the community
- Basic spatial data, such as a community’s GPS coordinates and estimates of a community’s land area in hectares
- The names of all ethnic groups living within the community;
- How the community land is used (for example, grazing, farming, hunting and gathering, etc.)

• **Contact information of key actors:** Facilitators should keep the contact information of all community leaders, Community Land Mobilizers, Interim Coordinating Committee members and Land Governance Council members in one central, easily accessible location to ensure that program staff are able to contact these individuals when necessary. Facilitators may also want to keep the contact information of all relevant local government officials in this same location.

1. To support facilitating organizations’ program management, monitoring and evaluation, and data collection efforts, Namati is designing an *Integrated Program Management and Monitoring and Evaluation* system. This system is designed to be a program management system, a fieldwork-monitoring tool, and an impact assessment tool all combined into one simple, easy to use system. Namati’s online *Integrated Program Management and Monitoring and Evaluation* system is currently being finalized. Namati is also developing a comprehensive *Project Management and Monitoring & Evaluation Toolkit* that will include all forms and tools described in this chapter. This online system and related toolkit will be launched in late 2016.

- **Community progress through land protection activities:** To track community progress, facilitators should record:
 - The date that a community began the community land protection process;
 - The dates that a community began and completed each “stage” of the community land protection process;
 - Whether a community has remained stalled or stuck on a certain community land protection activity;
 - Dates of future meetings; and
 - The overall financial costs of the community land protection process in that community. (It is important to gather data that can show policy makers how much the community land protection process costs, on average, per community.)
- **Important Program Documents:** the community land protection process generates various important documents, including: meeting notes, drafts of the by-laws, boundary harmonization MOUs, sketch maps of the community, GPS/computerized maps, valuation worksheets, and formal land registration applications. Facilitators should create a digital folder on their computer for each community and store digital versions (photographs or scans of documents and maps, as well as any photographs, videos, and sound recordings) within that one, central computer file. All files should be clearly labeled (so that all facilitators can locate files easily when necessary) and regularly backed up to ensure that program documents are not lost.

To support program management efforts, Namati has created a **Community Summary Template**. It is advisable for the facilitating organization’s M&E point person to update each community’s template at least once per month to ensure it is accurate. (See the template at the end of this chapter.)

ONGOING MONITORING AND ASSESSMENT OF IMPACTS, CHALLENGES AND SUCCESSES

Facilitators should also capture data about the immediate-term impacts and results all community land protection activities. Facilitators can then analyze and use this data to assess the impact of community land protection efforts and improve their work along the way. Facilitators should capture the following data to help analyze how well community land protection work is going in any given community:

1. Community Land Protection Activities and Meeting

Records: Facilitators should capture basic information for each meeting that they facilitate in the community, including:

- Date of the meeting
- How many women attended, and how many men attended
- Total attendance
- Any stories, good quotations said by community members, a short description of any debates or conflicts, and a brief summary of what went well/what was accomplished.

2. End of Stage Assessments: Experience has shown that facilitating organizations are able to most effectively assess the impact of land protection efforts by recording concrete, factual data on the outcomes and impacts of each “stage” in the community land protection process. When conducting end of stage assessments, facilitators should:

- **Assess the community progress’s according to objective indicators.** Facilitators should directly answer certain objective, factual questions that can indicate how successfully the community is progressing through the community land protection process. To support this, Namati has developed suggested “End of Stage Indicators” (see the box below). Facilitating organizations should feel free to add other indicators that track other desired outcomes and goals. When developing indicators to assess the impact of land protection efforts, facilitators should:

- **Ensure that indicators are as specific as possible.** Indicators are most useful when they are specific and related to a single goal that facilitating organization wants to assess.

- **Collect data necessary to assess progress.** Indicators are only useful if facilitating organizations ensure that they collect data needed to assess progress on the indicator. Sources of data to assess indicators should be identified before facilitating organization begin to carry out community land protection activities and field staff should be instructed to regularly collect necessary data.
- **Document impacts, success stories, and challenges:** Facilitators should sit together and critically reflect on how all the activities in the “stage” went, then brainstorm what went well and should be replicated for future efforts as well as what went poorly and can be a learning experience that will help improve the work going forward. Facilitators should record

any positive or negative impacts they observe in the community and write down specific stories that illustrate all immediate impacts of community land protection activities. Whenever possible, facilitators should include quotations from community members as evidence of impacts and outcomes. Facilitators should make sure to take time to reflect on what did not work well and make recommendations of how to address each challenge.

End of stage assessments are a fertile time for all facilitators to sit together as a team and learn from their work. Facilitating organizations may want to create a monthly meeting to review progress, celebrate victories, and brainstorm ways to improve future efforts.

END OF STAGE INDICATORS

Stage 1: Laying the Ground Work

A. Community Definition

- What is the territorial/landscape-based definition of the community?
- What sub-units are included?
- Has the community agreed that everyone living in the territorial/landscape-based definition of the community is a community member?
- If no, explain the definition of who is a community member and should also be involved in the community land protection process? Who is not a member?

B. Community Land Protection Goals

- In the Terms of Engagement, did the community commit to making changes to its land governance system?
- In the Terms of Engagement, did the community commit to making sure that all community residents participate in the land protection process?
- In the Terms of Engagement, did the community commit to strengthening the land rights of women and members of minority groups?
- In the Terms of Engagement, did the community commit to managing its natural resources sustainably?

C. Community Motivation (Visioning/Valuation)

- Does the community have a clear vision for its future?
- If yes, is it making plans to work toward this vision?
- What was the estimated replacement cost value of the community’s common areas, as calculated in the valuation exercise?
- Did the community make any decisions or come to any conclusions as a result of arriving at this estimated value?

D. Diverse Participation/Community Organization

- How did the community select its Community Land Mobilizers?
- Is one of the Community Land Mobilizers a woman?
- How did the community select its Interim Coordinating Committee?
- Does the Interim Coordinating Committee include women? If yes, how many?
- Does the Interim Coordinating Committee include youth? If yes, how many?
- Does the Interim Coordinating Committee include members of minority groups? If yes, how many?

Stage 2: Strengthening Community Governance of Land and Natural Resources

A. Participation and Inclusiveness

- Did women argue for rules that protect their interests?
 - Were their opinions taken seriously and included in the by-laws?
 - Give an example of a rule that was changed because of women's input:
- Did minorities argue for rules that protect their interests?
 - Were their opinions taken seriously and included in the by-laws?
 - Give an example of a rule that was changed because of minorities input:
- Did youth argue for rules that protect their interests?
 - Were their opinions taken seriously and included in the by-laws?
 - Give an example of a rule that was changed because of youth input:
- According to Community Land Mobilizer reports, how many by-laws meetings took place at the sub-unit level that were not attended by the facilitating organization?
- Did the by-laws change to become compliant with national constitution between the second and third draft?
- What percentage of the population of the community actively participated in the by-laws drafting process?
- What percentage of the population of the community actively participated in the by-laws adoption process?
- Did local leaders publicly sign and endorse the finalized by-laws?

B. Commitment to By-laws Implementation and Enforcement

- Do the by-laws contain enforcement mechanisms?
- Do the by-laws include fines for people that break rules, or fees for outsiders who want to use community lands and resources?
- Do community leaders acknowledge the by-laws as legitimate and binding?
- Have community leaders taken any steps to enforce the by-laws?

C. Governance and Accountability

- Do the by-laws define the responsibilities of community leaders and the Land Governance Council?
- Do the by-laws contain clear rules for when community leaders and the Land Governance Council must consult the entire community?
- How do existing leaders and Land Governance Council plan to relate to each other and coordinate their authority?
- Do the by-laws include rules for how to hold community leaders and the Land Governance Council accountable for bad decisions?
- Do the by-laws contain clear instructions for how the Land Governance Council should be elected?
 - Was the Land Governance Council elected according to these rules?
- Do the by-laws include clear instructions for how community leaders and the Land Governance Council should transparently manage finances in the community?

D. Diversity of the Land Governance Council

- Does the Land Governance Council include pre-existing community leaders? If yes, which ones?
- Does the Land Governance Council include women? If yes, how many?
- Does the Land Governance Council include youth? If yes, how many?
- Does the Land Governance Council include members of minority groups? If yes, how many?

Stage 3: Harmonizing Boundaries and Documenting Community Lands

A. Boundary Harmonization

- During the initial boundary harmonization, how many boundary conflicts did the community identify?
- Once the boundary harmonization process began, how many boundary conflicts actually existed?
- How many boundaries were harmonized? Which ones?
 - Did the community sign Memoranda of Understanding (MOUs) for each of these boundaries?
 - What are the names of the communities where boundaries were successfully harmonized?
- How many boundaries were not harmonized? Which ones?
 - Why was the community unable to harmonize its boundaries?
- Did communities need to call in elders or government officials to help resolve boundary disputes?

B. Mapping Community Lands

- Did the community complete a hand-drawn sketch-map?
- Did the community complete a GPS map/digital of its lands?
- Did any government officials participate in the mapping exercises?
- Do community members agree that the maps accurately reflect the community's lands?

Stage 4: Pursuing Legal Recognition

- What government agency/department/ministry was the registration paperwork submitted to?
- Was any unexpected information required by government officials to process the registrations?
- How long (in days) did it take from the date that the paper work was submitting to the date that government recognition was officially granted?
- Did any government officials demand bribes to facilitate the registration process? If yes, how much?
- Were any other bureaucratic obstacles encountered in the registration process?

Stage 5: Preparing Communities to Prosper

A. Community Action Plan

- Has the community begun to take active steps toward the goals in their action plan? If yes, please describe.

B. Negotiation Training

- Do the communities have a plan of how they will respond to any potential investor? If yes, please describe.

C. Ecosystem Regeneration

- Does the community taken active steps to begin to regenerate depleted resources? If yes, please describe.

D. Livelihood Diversification

- Have you linked the community with any livelihoods support? If yes, please describe.

SAMPLE COMMUNITY SUMMARY TEMPLATE

Community Name:

Population:

Area of Community Land:

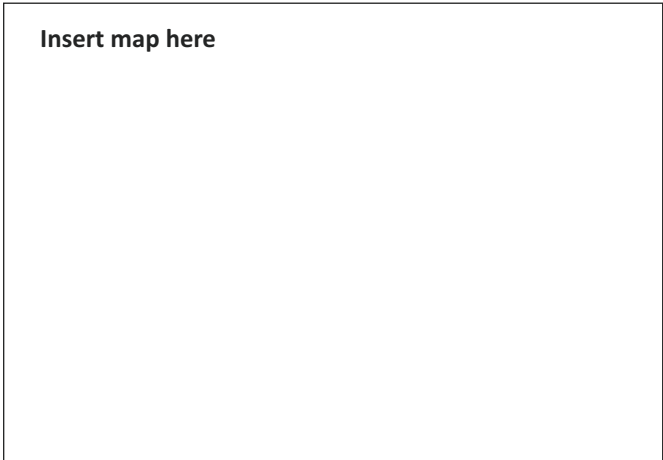
Number of Households:

Date of Last Meeting:

Clans/Ethnic Groups Living on Land:

Type of Land:

Land Use:



Names and Contact Information of Key Customary Leaders:

NAME	POSITION	PHONE NUMBER
1.		
2.		
3.		

Names and Contact Information of Community Land Mobilizers:

NAME	GENDER	PHONE NUMBER
1.		
2.		
3.		

Neighboring Communities:

COMMUNITY NAME	BOUNDARIES HARMONIZED? OR NOT HARMONIZED?
1.	
2.	
3.	

CLPP STAGE MILESTONES / Laying the Groundwork:

VISIONING	VALUATION	LEGAL EDUCATION	SELECTION & TRAINING OF COMMUNITY LAND MOBILIZERS	SELECTION & TRAINING OF INTERIM COORDINATING COMMITTEE
DATE COMPLETED:				

CLPP STAGE MILESTONES / Strengthening Community Governance of Land and Natural Resources:

BY-LAWS: 1ST DRAFT	BY-LAWS: WOMEN'S CONFERENCE	BY-LAWS: 2ND DRAFT	BY-LAWS: LEGAL CHECK & 3RD DRAFT	FINANCIAL MANAGEMENT	BY-LAWS: ADOPTION	BY-LAWS: ENFORCEMENT STRATEGIES	SELECTION & TRAINING OF LAND GOVER- NANCE COUNCIL
DATE COMPLETED:							

CLPP STAGE MILESTONES / Harmonizing Boundaries and Mapping Community Lands:

BY-LAWS: 1ST DRAFT	LAND CONFLICT RESOLUTION	BOUNDARY HARMONIZATION	MOU SIGNING & BOUNDARY DEMARCATON	TECHNICAL MAPPING, SURVEYING, GPS	COMPLETION OF GOVERNMENT REGISTRATION
DATE COMPLETED:					

CLPP STAGE MILESTONES / Pursuing Legal Recognition:

DATE OF REGISTRATION SUBMISSION:	DOCUMENTS SUBMITTED:	APPLICATION SUBMITTED TO:	DATE OF REGISTRATION APPROVAL

CLPP STAGE MILESTONES / Preparing Communities to Prosper:

LIVELIHOODS DIVERSIFICATION	PLANNING	ECOSYSTEM REGENERATION	NEGOTIATION
DATE COMPLETED:			

CLPP STAGE MILESTONES / Baseline/Endline:

BASELINE/ENDLINE	DATE COMPLETED:	LINK TO DOCUMENT
BASELINE:		
ENDLINE:		

CLPP STAGE MILESTONES / End of Stage Assessment:

STAGE	DATE COMPLETED:	LINK TO DOCUMENT
LAYING THE GROUNDWORK		
HARMONIZING BOUNDARIES & MAPPING COMMUNITY LANDS		
STRENGTHENING COMMUNITY GOVERNANCE OF LAND & NATURAL RESOURCES		
PURSUING LEGAL RECOGNITION		
PREPARING COMMUNITIES TO PROSPER		

Important Program Documents:

DOCUMENTS	DATE COMPLETED:	LINK TO DOCUMENT

NOTES